

CHAPTER 5 ENGINEER THEATER SUPPORT OPERATIONS

5-1. General. Engineers support CINC operations throughout all echelons of the battlefield from the foxhole to the industrial base and all phases of operations from early entry through redeployment and reconstitution. This spectrum of requirements is supported by the operational capabilities that Army engineers, troop unit and USACE, bring to the theater. The Army engineers are expanding their versatility. The JCS expects all U.S. forces to react quickly, solve the problem and redeploy. In this context, the theater engineers (engineer command (ENCOM) and USACE) focus on strategic and operational level engineering.

5-2. Concept. The theater Army component commander tailors the engineer structure to meet anticipated theater requirements over time. The force structure development is an iterative process that considers constrained, politically set ceilings and strategic lift; and requires balance between the urgency to bring in combat forces, the need for support forces, the host nation infrastructure and funding available for contracting. All resources applied to theater are based on requirements to generate combat power.

5-3. Missions. The senior engineer commander may be responsible for the following missions:

- a. Planning and coordinating engineer support for combat operations.
- b. Identifying operational requirements for engineering support.
- c. Engineering assessments of theater infrastructure.
- d. Planning, coordinating and supervising military and contract construction and engineering services to the Army, the other Services and coalition forces in theater.
- e. Allocating engineer resources (units, contractors, materials, and equipment) to meet mission requirements.

f. Prioritizing the use of available theater engineer assets, to include tradeoffs between troop and contract construction.

g. Coordinating topographic and military geographic intelligence support to the force.

h. Providing real estate support to the Army, the other Services and allies throughout the theater.

i. Providing technical assistance to Real Property Maintenance Activities (RPMA) throughout the theater.

j. Planning construction material requirements and prioritizing their use.

5-4. Engineer Command and Control. The following organizations have command and control functions in theater:

a. Engineer Command (ENCOM). The ENCOM commander is the senior Army engineer in theater and the ENCOM is a theater Army MSC. The ENCOM provides the only theater-level engineer planning capability in the Army. The ENCOM has a modular capability to deploy an early planning team and C2 capability. In a mature, multi-corps theater; the ENCOM may command two or more engineer brigades, a topographic battalion and other specialized units. In lesser contingencies the ENCOM presence in theater may not grow beyond a planning or C2 cell. There are a number of potential relationships between the USACE forward element and the ENCOM. Two such relationships are as follows:

(1) The USACE forward organization in theater may be placed under the operational control (OPCON) of the ENCOM either when the ENCOM is serving as the Army engineer or as the theater engineer. The principle which supports this is that of unity of command. In an engineer intensive theater, facilities acquisition (including leasing and construction execution) should be under the control of one commander for optimization of resources.

(2) The ENCOM may deploy a forward team to establish an engineer planning capability and early engineer C2 in support of

a small JTF engineer force. The USACE forward element may be requested to provide administrative support for that forward deployed ENCOM team.

b. Engineer Brigade (Theater Army). The Theater Army (TA) engineer brigade consists of a headquarters and headquarters company (HHC) and assigned subordinate units including group HQ's, battalions, companies and smaller units. With augmentation from the ENCOM and/or USACE, the engineer brigade can deploy and serve as the theater's senior engineer headquarters.

c. Engineer Group. The engineer group has an organic HHC and can provide C2 for as many as seven engineer battalions, plus a number of separate units. The group is the principal subordinate unit of the brigade. The construction group has a large construction management section with a planning and design capability. Note that the tactical corps have engineer brigades and groups also which have less capability for construction planning and design.

d. USACE District. The district and its forward element in the theater are capable of supporting a number of engineer facilities acquisition (leasing and construction) missions, engineering technical support in theater and provision of logistics services augmentation through the LOGCAP contract. The district conducts split base operations with a combination of physical presence in the theater and support from the district headquarters.

(1) USACE districts are not structured to provide command and control for troop units.

(2) USACE can provide augmentation teams to troop units and engineer unit headquarters.

(3) USACE can provide administrative support to early deploying engineer cells (such as those from an ENCOM).

5-5. Theater Facilities Acquisition Policies. The fundamental business of USACE is the acquisition of facilities whether by lease or construction, including repair or modification of existing facilities. Every commander in theater takes a rapid interest in engineer support when their unit operational readiness rates decline due to a lack of adequate facilities. It

is incumbent upon all engineers and real estate personnel to take whatever legal, innovative means are available to provide adequate facilities to as many customers as possible in the shortest amount of time. The challenge to the engineer community in theater is to balance funding, engineer logistics and construction capabilities to achieve maximum results.

a. The CINC sets the theater construction policies to include construction standards and priorities. In addition, the CINC may balance resources among his/her component commanders to assure that necessary assets are appropriately allocated to support his/her concept of operations.

b. In general (excluding relocatable facilities and host nation support), contingency facility requirements will be satisfied, in priority, by:

(1) Use of existing facilities. This includes U.S. Government owned or operated, host nation provided or lease of commercially available facilities.

(2) Modification or repair of existing facilities. This applies only to the extent that repair or modification is more effective than new construction. Effectiveness is evaluated on the basis of cost, timing for beneficial occupancy and mission support capability.

(3) New construction. There are two doctrinal standards for construction in the theater of operations. The Initial Standard for construction applies to facilities which may be used for up to six months. The Temporary Standard for construction applies to facilities which may be used for up to two years. Depending on the circumstances, it may be operationally effective to build a temporary standard structure during the initial phase of the operation or to continue with initial standard structures for a portion or all of the facility needs throughout the entire time frame.

(4) The term expedient construction is also used. This refers to very minimal efforts such as clearing and grubbing for the erection of tents. Very little engineer effort is required.

5-6. Army Engineer Operations Support. Future contingency operations will usually consist of some mix of troop units and

USACE capability (where USACE is the CCA). USACE should be a planning partner and play a role in operational engineer support. With LOGCAP capability, USACE can support deployed engineer units with additional equipment, transportation, and regional construction Class IV acquisition and management augmentation.